



Photo by SSgt. Valerie Weaver

**SrA. Adrian Jackson, front desk clerk, verifies a customer's credit card before check-in.**

## *Advanced payment required at Air Force lodging facilities*

All Air Force lodging guests must provide a valid credit card at check in or be required to pay in advance with cash or check for anticipated room charges beginning Feb. 1.

The change in policy is a convenient time saver and should reduce lobby congestion, according to Air Force Services Agency officials.

"The new policy requires either a credit card or cash payment for the entire reservation period before the member can check in," said MSgt. Mike Hawkins, lodging manager. "For those without credit cards, this could mean an initial cash payment of up to \$740 for 30 days lodging."

Most guests can't check in to a commercial hotel without first identifying how they are going to pay their bill. These hotels are ensuring they are paid for services by requiring advance payment. For this same reason, the new policy will help eliminate Air Force lodging delinquent accounts and those that must be written off. Delinquent accounts eventually decrease lodging revenue and ultimately increase room rates, thereby increasing travel costs.

This new policy does not apply to agency billings, such as for the Air Force Reserve, Air National Guard, etc. Advance payment will also allow credit card guests to check out without visiting the front desk.

Those members who don't have a government credit card should contact their unit orderly room to get one.

For more information, call Hawkins at Ext. 6718. *(Story compiled from local and AFNS sources)*

When two become one

## Manpower, quality offices combine

**By Brent Ruddell**  
**Public affairs correspondent**

In an ever-evolving force that stresses streamlining and efficiency, RAF Lakenheath's manpower and quality offices joined forces Dec. 31.

Air Force Secretary Sheila Widnall and Air Force Chief of Staff Gen. Ronald Fogleman recently issued a directive to consolidate the Air Force Quality Institute at Maxwell AFB, Ala., with the Air Force Management Engineering Agency located at Randolph AFB, Texas.

The new organization, now headquartered at Randolph, went on-line Dec. 19 and is now known as the Air Force Center for Quality and Management Innovation.

As a result, manpower and quality offices at Lakenheath and those Air Force wide have merged and are looking forward to the new challenge, according to 1st Lt. Bruce Page, 48th Fighter Wing manpower and quality support team chief.

"General Fogleman decided to put manpower and quality together so we could be a household internal management consultant firm for the wing commander," Page said. "The main driving factor is the Air Force needs to get more efficient."

Page said his team provides manpower and quality support to both the 48th Support Group and 48th Medical Group. Another team in the newly consolidated office, led by 2nd Lt. Evan Pitts, manpower and quality operations team chief, supports the 48th Operations and Logistics Groups.

It's all part of a "natural evolutionary process" that has brought these two forces together, according to CMSgt. Richard O'Shaughnessy, manpower and quality management team chief.

"In many ways, the Air Force I grew up in during the past 25 years was one based on if you needed more manpower you put in a requisition and you got it," O'Shaughnessy said. "On the horizon of the 21st century you don't even ask because it's not going to be there," the chief said. "However, our challenges in terms of mission are going to stay the same."

Page concurred with the chief on this issue regarding the future Air Force.

"I don't think anyone anticipates increases in manpower and certainly don't think anyone expects an increase in dollars," the lieutenant stressed. "So if our resources are static and the mission grows,



Photo by SrA. Gary Fowler

**John Bialke, 1st Lt. Bruce Page and TSgt. Annette Tolito discuss a manpower reapplication.**

we have to do things better. That's what we're here to help our customers do."

Even with the organizational name change, many of the traditional services will still be offered by the combined manpower and quality office, according to Page.

"We still advise people on quality management and process improvement issues," Page said. "Historically Manpower has been good at process efficiency opportunities. We go in to a work place and say, 'You can improve your design and layout of this shop, or the way people do shift-work.' And Quality has been very effective at saying, 'If you change your management style you can get more out of your people and your organization.'"

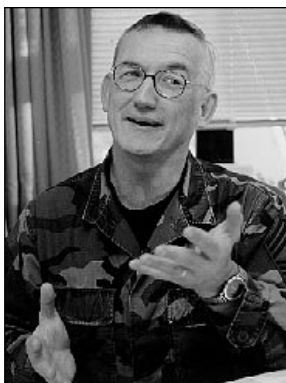
The manpower and quality office has a new challenge to meet along with their traditional duties in the Air Force of the future — out-sourcing and privatization. In an environment of shrinking budgets many more tasks will be contracted out to the private sector.

"As the Air Force focuses on saving money by out-sourcing and privatization, this will become one of the key work loads for this office,"

O'Shaughnessy said. "We are charged with laying the ground work and leading the project teams to determine whether a function can be given over to the private sector."

Even though Lakenheath's manpower and quality office is fully functioning, both Page

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**O'Shaughnessy**